

Swindon Borough Council Diversity Impact Assessment

Restructure of Customer and Business Services

1 What's it about?

Refer to equality duties

What is the proposal? What outcomes/benefits are you hoping to achieve?

The full details of the proposal are outlined in the Customer & Business Services Consultation document – 2016; but the key headlines are:

The proposal is to respond to three main drivers – changing demand for services; the financial challenge and opportunities to use technology to work in a different way. As a support function, with both front facing and back office services, there is a need to be aligned to the needs of the business and its customers; and have the right skills and resources in place to deliver the service. Recognising the imperative to reduce operating costs this proposal is built on making efficiencies in places that will have the least impact on the end customer; and many of the changes have been tested through having held vacancies in year as well as working with service areas to identify different delivery options.

It is hoped that the proposal will enable the function to continue delivering all its obligations – statutory and non-statutory, but it is acknowledged the resilience level will be considerably decreased and there will be times when the service will be stretched to its limits.

Not all areas of the function are affected by this consultation:

In Scope	Type of change		Out of scope
Business Support – Waterside	Relocation and restructure		Health & Safety
Business Support – Central Services	Colocation and restructure		Business Continuity
Customer Services	Restructure and remodel		Equality & Diversity
Information & Performance	Realignment of work and staff reduction		Statutory complaints and FOI service –Children & Adults Services
Gazetteer Management - Streetnaming & Numbering	Change of reporting lines		
Finance Admin Services	Change of reporting lines		

Business Support – Children's Services will be covered by a separate ongoing review led by Business Manager, Children, and Families & Community Health. Also the HR Admin /Payroll team will be part of a separate consultation aligned to the implementation and change driven by ESS/MSS.

There are approximately 325 staff in Customer & Business Services – around 60 are impacted by this proposal.

There are 18 posts to be deleted; of which 5 are currently filled by permanent staff; 2 by temps and 6 are vacant; - including recent staff changes that are also contributing to the savings, the grade profile is:

GRADE	No's
R	1
Q	2
M	6
L	2
K	5.8

In addition to this, there are 2 posts where staff have voluntarily reduced their hours, and as the work has been reassigned or been done differently; the spare hours have contributed to the savings target

There are approx. 20 staff impacted by having their reporting lines changed

There are approx. 38 staff who will move onto new generic job descriptions

There are 7 new posts being created; graded as follows:

GRADE	No's
N	2
M	1
L	4

Who's it for?

All staff in scope of the review; other staff within the function and service areas who receive a service from Customer & Business Services

How will this proposal meet the equality duties?

Continuation of the provision of services to internal and onward to external customers; ensuring wherever possible there is no adverse impact on any person and that access to services and elimination of discrimination remains at the forefront of the service values and actions

What are the barriers to meeting this potential?

Resourcing levels may increase response times for some services

Unforeseen increases in demands that restrict capacity to respond

Staff relationships – as a result of learning new skills, and potentially heavier workloads sometimes affecting behaviour

New structures mean clearer career pathways but fewer posts resulting in limited opportunity within the function

2 Who's using it?Refer to equality groups

What data/evidence do you have about who is or could be affected (e.g. equality monitoring, customer feedback, current service use, national/regional/local trends)?**Staff impact**

There are approximately 325 staff within Customer & Business Services, based in many sites across Swindon. The staff affected by this proposal are based at Waterside and the Civic Campus.

The current staff profile is not available, however, it is acknowledged that across the group there is diversity and a likely link and impact to all protected characteristic groups :

The proposal will impact on some staff within protective characteristic groups; however this will be proportionate to the impact on the entire team.

Customer impact

Each element of customer services has its own workload and targets – for internal facing services, their customer base is SBC staff and for external facing services it is residents of Swindon, Business Visitors and other visitors to Swindon. Demographic information is available for the Swindon population – this can be used to demonstrate the wider impact of the change; however deeper analysis shows the following:

Business Area	Customer base	Impact on customers
Customer Services	All of Swindon: receives circa 30,000 calls and 7000 customers per month – customers are from all of Swindon, but face to face are primarily from mainly SN1, SN2, SN3 & SN5	Marginally reduced service levels Greater encouragement to use on line services
Business Support – central services	All SBC depts for general admin services – also specialist services for Planning, Licencing, Building Control and Environmental services	Change of location and reduction in staff levels Service levels should remain the same by realigning the work across the wider team
Business Support – Waterside	All staff and visitors to the Waterside depot (including partners – PPS)	Relocation of service and integration of teams
Information & performance	Commissioning and Delivery functions within Children, families & Community Heath and Adult Services	No adverse impact – work ceased and other work already absorbed

How can you involve your customers in developing the proposal?

Through sharing outline proposals – benefits and risks

- with key stakeholders [customers of the services] in advance of a consultation
- with affected staff

Engaging throughout the consultation period and seriously considering all feedback before finalising and implementing the proposal

Who is missing? Do you need to fill any gaps in your data? (pause DIA if necessary)

An accurate staff profile would be beneficial but all characteristics have been acknowledged and considered

3 Impact

Refer to dimensions of equality and equality groups

Show consideration of: age, disability, sex, transgender, marriage/civil partnership, maternity/pregnancy, race, religion/belief, sexual orientation and if appropriate: financial economic status, homelessness, political view

As outlined in Parts 1 & 2, the staff profile for the group is unavailable but it is recognised that there is significant diversity across the function and this has been considered throughout the build of the consultation.

Structural changes will affect all staff groups but there will be opportunity for all staff to engage in the consultation process and in the recruitment and selection process thereafter. It is respected that some staff do not wish to disclose personal information, but there will be every opportunity to support those who identify additional a need during the process.

a) Does the proposal create an adverse impact which may affect some groups or individuals? Is it clear what this is? How can this be mitigated or justified?

The proposal will have a number of adverse impacts:

Business Area	Impact on staff	Impact on internal and external customers
Customer Services	Less staff to cover at busy times New ways of working and engagement with customers Shift to generic job descriptions Mitigated by: focus on quality and not KPI's; more staff training; new handheld devices; improvements in the Councils website – more on-line options	Marginally reduced service levels Greater encouragement to use on line services Staff multi skilled so customer journey can be shortened (one and done)
Business Support – central services	Resilience will be less so increased demands on remaining staff No perceived impact on any particular characteristic Mitigation: additional team support; regular supervision; open and transparent recruitment campaigns	Change of location and reduction in staff levels Service levels should remain the same by realigning the work across the wider team
Business Support – Waterside	Reduction in posts – impacting full and part time positions Team relocation	Relocation of service and integration of teams - provides a positive experience of a One Stop Shop; maintaining local offer of more than just Business Support Services – aimed to provide a positive experience and ease of access - no adverse impact on customers
Information & performance	Reduction in post as a result on ceased demand for specific data - will impact one individual	No adverse impact – work and demand ceased

What can be done to change this impact?

With changes in demand and the financial pressure, it is difficult to change the impact. To ensure the change is managed effectively there is a well planned out process for transitioning to the new structures and support to staff during the change

b) Does the proposal create benefit for a particular group? Is it clear what this is? Can you maximise the benefits for other groups?

The main benefit throughout the proposal is to build structures that, to the best of our ability, retain services to customers and consumers of Council services. Alongside this, by proposing models of co-location and generic roles; there is a greater opportunity of providing resilience and support for staff.

Does further consultation need to be done? How will assumptions made in this assessment be tested?

There will be further consultation through to the 16th February; at which point, the final proposal will be built

4 So what?

[Link to business planning process](#)

What changes have you made in the course of this DIA?

The build of this DIA caused a halt in thinking around the customer services model and helped draw the conclusion that it was prudent to accelerate a proposal to move to a generic workforce at the earliest opportunity – giving all staff further opportunities and removing current pressures that have arisen by running sub teams within the wider function

What will you do now and what will be included in future planning?

The consultation paper has been amended to reflect this consideration and change
Current policy and timescales regarding redeployment and redundancy will be followed openly and in full discussion with affected staff

When will this be reviewed?

On or after 16 Feb, when the consultation closes

How will success be measured?

Staff feedback; customer feedback; overall performance

For the record

Name of person leading this DIA	Karen McMahan	Date completed	22 Jan 2016
Names of people involved in consideration of impact	Nick Stephenson, Lisa Pittard, Jo Ash		
Name of manager signing DIA	Stuart McKellar	Date signed	28 Jan 2016

Diversity Impact Assessment – an inclusive business planning tool

1. What's it about? refer to equality duties

- What is the proposal? What outcomes/benefits are you hoping to achieve
- Who's it for?
- How will this proposal meet the equality duties?
- What are the barriers to meeting this potential?

2. Who's using it? consider all equality groups

- What data/evidence do you have about who is or could be affected? (e.g. equality monitoring, customer feedback, current service use, national/regional/local trends)?
- How can you involve your customers in developing the proposal?
- Who is missing? Do you need to fill any gaps in your data?

3. Impact consider dimensions and equality groups

Using information in parts 1 & 2:

- a) Does the proposal create an adverse impact which may affect some groups or individuals? How can this be mitigated or justified?
> What can be done to change this impact?
- b) Does the proposal create benefit for particular groups or individuals. Is it clear what this is? Can you maximise the benefits for other groups?
 - Does further consultation need to be done? How will assumptions made in this assessment be tested?

4. So what?

- What changes have made in the course of this DIA?
- What will you do now and what will be included in future planning?
- When will this be reviewed?
- How will success be measured?

Considerations

Our equality duties

1. Eliminate discrimination, harassment and victimisation
2. Advance equality of opportunity
3. Foster good relations

Equality groups

For the following equality groups: age, disability, sex, transgender, marriage/civil partnership, maternity/pregnancy, race, religion/belief and sexual orientation.

Extended by SBC policy to include: financial economic status, homelessness, political view.

Dimensions of equality

How will the proposal affect Human Rights and life chances of different groups? Consider how the proposal affects

1. Longevity.
2. Physical security.
3. Health.
4. Education.
5. Standard of living.
6. Productive and valued activities.
7. Individual, family and social life.
8. Participation, influence and voice.
9. Identity, expression and self-respect.
10. Legal security.